

APPENDIX A – Data Dictionary

Definitions

| | Metric | Definition | Formula | Impact | Causes |
|---|---------------------------|--|---|---|--|
| 1 | Full-time Employees | An employee in full-time status. | Total number of employees in full-time status | | |
| 2 | Part-time Employees | An employee in part-time status. | Total number of employees in part-time status | | |
| 3 | Temporary Employees | Employment for a limited period of time no more than 780 hours. The positions that these employees occupy do not have the expectation of gaining permanent status. Trainees, interns and seasonal workers are examples of temporary workers. | The total number of employees in a temporary status at any time during the fiscal year. | Temporary employees may work no more than 780 hours in a fiscal year. They receive no benefits. They have no rights to employment other than through the State's employment process. | Temporary employees are hired when a more flexible operating model is needed to meet specific, short-term or seasonal work objectives or when budgetary constraints are a focus. |
| 4 | Contractor Employees | Full-time employees that are not permanently employed by the state agency, but that are employed through an employment agency or other firm and reported to DAS/HRE. | The total number of employees employed through employment agencies at any time during the fiscal year. | The potential exists that such types of employment may have to be terminated, if it appears an employee-employer relationship exists. | Limited need, time or budget. |
| 5 | Average Length of Service | The average employment duration (length of service) for full-time employees (includes both probationary and permanent) | $(\text{Total cumulative length of service of all full-time employees}) / (\text{Total full-time employees})$ | Length of service may indicate that employees have more knowledge of the job; such knowledge may potentially increase productivity and/or lower turnover. Conversely, a high average length of service may not indicate a highly engaged workforce. | Employee (dis)satisfaction is a major contributor to a long or short average length of service. Key factors that contribute to job satisfaction are: the job-person fit, the management style/organizational culture and the available career advancement and development opportunities. |
| 6 | Average Age | The average age for all full-time employees (includes both probationary and permanent) | $(\text{Total cumulative age of all full-time employees}) / (\text{Total number of full-time employees})$ | An older, more mature workforce has different needs and issues than a younger, newer workforce. The more the age spread, the more competent the supervisor needs to | The higher the average LOS, the higher (in general) the average age of the workforce. |

| | Metric | Definition | Formula | Impact | Causes |
|----|---|--|---|--|--|
| | | | | be in dealing with generational differences. | |
| 7 | Total Separation Percentage | The total number of retirements, terminations, resignations, early outs, and transfer outs as a percentage of the total workforce. | $\frac{((\text{Total separations of full-time employees over past 2 fiscal years})/2)}{(((\text{Total full-time employees in past fiscal year})+(\text{Total number of full-time employees in fiscal year immediately prior to past fiscal year})/2)/100)}$ | The higher the separation rate, the higher the potential negative impact on employee (dis)satisfaction and productivity and on the recruiting and hiring processes. The lower the separation rate, the greater the potential for continuous productivity and seamless transitions. | Indicator of the general employee-job fit of an organization: employees leave because they think the fit isn't good or due to working conditions. |
| 8 | Female Separations (within two years) | The number of full-time female employees who are newly hired and leave the agency within the first two years of employment. | Number of full-time female employees who separated during the fiscal year with <2 years of service. | Departments can allocate numerous resources to increase the female hire rate but if newly hired females do not stay, for whatever reason, resources are wasted, employee moral and productivity are impacted and the hiring process has to be done again. | Some jobs are difficult to fill with females due to the limited number of qualified females in that occupation or the available labor force, or due to a work environment that, for one reason or another, does not appeal to females as much as males |
| 9 | Minority Separations (within two years) | The number of full-time minority employees who are newly hired and leave the agency within the first two years of employment. | Number of full-time minority employees who separated during the fiscal year with <2 years of service. | Many agencies are underrepresented in terms of minority employees as compared to the available labor force. Agencies can allocate numerous resources to increase the hire rate of minorities into positions, but if newly hired minorities do not stay, for whatever reason, it negatively impacts the agency. | Some jobs are difficult to fill with minorities due to the limited number of qualified minorities in that occupation or the available labor force, or due to a work environment that, for one reason or another, does not appeal to minorities. |
| 10 | PWD Separations (within two years) | The number of full-time Employees with Disabilities who are newly hired and leave the agency within the two years of employment. | Number of full-time employees who are PWD's who separated during the fiscal year with <2 years of service. | The State as a whole is underrepresented in terms of PWDs as compared to the available labor force within the state. Agencies can allocate numerous resources to increase the hire rate of PWDs into positions, but if newly hired PWDs do not stay, for whatever reason, it negatively impacts the agency. | The disabled workforce exists either due to disabilities with which they are born or disabilities encountered after birth due to medical conditions or accidents. The likelihood of the latter occurring may increase with the age of the workforce. |

| | Metric | Definition | Formula | Impact | Causes |
|----|--|---|--|--|--|
| 11 | Total Separations within two years | The total number of full-time employees within an agency who are newly hired and leave the agency within two years of employment. | Total full-time employees who separated during the fiscal year with <2 years of service. | Agencies can allocate numerous resources to recruit people into positions, but if they're not staying, for whatever reason, the agency is harmed. | Causes of quick separation might include lack of proper on-boarding or training, poor job fit, not meeting employee's expectations, disagreeable working conditions or differences with supervisor. Conversely, some new employees may be promoted or they might move on to a position that is better suited to their skill set. |
| 12 | Retirement Percentage | The number of full-time employees who retired in this reporting period as a percentage of the total full-time workforce. | $\frac{\text{(Total retirements of full-time employees)}}{\text{(Total FT workforce/100)}}$ | Large numbers of retirements can cause organizational instability due to loss of institutional knowledge and skills, a risk of not appropriately transferring knowledge before departure, and a drain on current individuals and teams stretched to get the job done as vacant positions are being filled. However, this situation also creates an additional need for employee development opportunities as well as additional opportunities for recruiting and hiring. | FY2007 data indicates the average age of the workforce is 46.53 years; that 60% of the workforce is over the age of 45 and that 73% of supervisors and managers are over the age of 45. |
| 13 | Total Voluntary Separation (Resignation) Percentage | Voluntary separations (resignations) of full-time employees as a percentage of the total number of full-time employees. | $\frac{\text{(Number of voluntary separations of full-time employees)}}{\text{(Total number of full-time employees/100)}}$ | High voluntary separation rates have a detrimental effect on productivity and organizational stability: the need to hire new staff and train them has both a cost implication and a productivity implication. The loss of quality co-workers may also have a negative effect on the team members left behind. | Voluntary separations are directly affected by worker reaction and satisfaction to their environment, leadership, compensation and benefits, opportunities/average time to promotion, absence rate, low employee morale, inadequate training, and/or improper assessment of employee's qualifications (over or under qualified). |
| 14 | Total Voluntary Separations during the Probationary Period | Full-time employees who leave the state agency by choice during their probationary period | Total number of voluntary separations of full-time probationary employees during the fiscal year | | |
| | | | | | |

| | Metric | Definition | Formula | Impact | Causes |
|----|---|---|--|--|---|
| 15 | Female Voluntary Separations during the Probationary Period | Full-time female employees who leave the state agency by choice during their probationary period | Total number of voluntary separations of female full-time probationary employees during the fiscal year | Resources invested in the hiring process are not realized due to the employee's early departure from the agency; however, their decision to leave eliminates having to deal with the employee's potential job dissatisfaction or even poor performance at a later date due to poor job fit. | Some causes of voluntary separation might include lack of proper on-boarding or training, poor job fit, employee's expectations at hire not met, disagreeable working conditions or differences with supervisor. Conversely, some new employees may be promoted or they might move on to a position that is better suited to their skill set. |
| 16 | Minority Voluntary Separations during the Probationary Period | Full-time minority employees who leave the state agency by choice during their probationary period | Total number of voluntary separations of full-time probationary minority employees during the fiscal year | | |
| 17 | PWD Voluntary Separations during the Probationary Period | Full-time employees with disabilities who leave the state agency by choice during their probationary period | Total number of voluntary separations of full-time probationary employees with disabilities during the fiscal year | | |
| 18 | Total Involuntary Separation (Termination) Percentage | Employees who are terminated by the supervisor | (Total involuntary separations of full-time employees) / (Total FT workforce/100) | The manner in which employees are let go can have a direct impact on the morale, commitment and retention of remaining staff; however, not dealing with performance issues and continuing to retain poor performers may also negatively impact other staff. | Poor fit between employee and job as observed by the employer. Also employee misconduct or poor performance. |
| 19 | Total Involuntary Separations during the Probationary Period | Employees who are terminated by the supervisor during the probationary period | Total number of involuntary separations of full-time probationary employees during the fiscal year | Resources invested in the hiring process are not realized due to the employee's early departure from the agency; however, the employee has not demonstrated their ability to do the job during this last step in the hiring process. The agency will not have to deal with job dissatisfaction or poor performance that they might have had the employee become permanent. | Involuntary separations during the probationary period tend to indicate that the agency learned within the first few months on the job that the employee's performance did not meet job expectations. |
| 20 | Female Involuntary Separations during the Probationary Period | Female employees who are terminated by the supervisor during the probationary period | Total number of involuntary separations of full-time probationary female employees during the fiscal year | | |
| | | | | | |

| | Metric | Definition | Formula | Impact | Causes |
|----|---|---|--|---|--|
| 21 | Minority Involuntary Separations during the Probationary Period | Minority employees who are terminated by the supervisor during the probationary period | Total number of involuntary separations of full-time probationary minority employees during the fiscal year | | |
| 22 | PWD Involuntary Separations during the Probationary Period | Employees with disabilities who are terminated by the supervisor during the probationary period | Total number of involuntary separations of full-time probationary employees with disabilities during the fiscal year | | |
| 23 | Transfers (Out) | Employees who leave employment in one state agency for other employment in another state agency. | Total number of transfers out to employment with another state agency of full-time, part-time, probationary and permanent employees. | May lose good employees who like working in public service but are unhappy with the current agency. But this internal movement may also enhance the sharing of best organizational practices within state government. | Employee dissatisfaction with their current job duties, supervisor or working condition are some causes of internal transfers. Also, the perception of more favorable job opportunities or working conditions within other state agencies may contribute to such internal moves. |
| 24 | 1-Year Retirement Eligibility Percentage | Total number of full-time employees who are eligible for retirement with the next year as a percentage of total workforce. | Total number of employees eligible for retirement in upcoming year) /(total workforce/100) | Vulnerability and stability of organization | Age and length of service lead (independently or combined) to retirement. The SLIP program may potentially encourage retirement-eligible employees to retire earlier than they might have without the assistance of this program. |
| 25 | 3-Year Retirement Eligibility Percentage | Total number of full-time employees who are eligible for retirement with the next three years as a percentage of the total workforce. | (Total number of employees eligible for retirement in upcoming 3 years) /(total workforce/100) | | |
| 26 | 5-Year Retirement Eligibility Percentage | Total number of full-time employees who are eligible for retirement with the next five years as a percentage of the total workforce. | (Total number of employees eligible for retirement in upcoming 5 years) /(total workforce/100) | | |
| 27 | Female Percentage | The percent of the full-time probationary and permanent workforce that is female. | (Total number of females in fulltime positions) /(total FT workforce/100) | | |

| | Metric | Definition | Formula | Impact | Causes |
|----|--|---|--|---|---|
| 28 | Minority Percentage | The total number of full-time probationary and permanent minority employees as a percentage of the total agency workforce. | $(\text{Total number of minorities in full-time positions}) / (\text{total FT workforce}/100)$ | The more diverse the workforce, the more balanced the organization's approach to problem-solving (more creativity, more critical thinking, better communications), customer service and human resource management. A diverse workplace is generally more cohesive, which in turn means more satisfied, loyal and productive employees. | Underrepresentation of these protected classes in the overall agency workforce may be caused by lack of a diverse candidate supply in the recruiting and hiring process. |
| 29 | Disability Percentage | The total number of full-time probationary and permanent, employees with disabilities, as a percentage of the total agency full-time workforce. | $(\text{Total number of employees with disabilities in full-time positions}) / (\text{total FT workforce}/100)$ | | |
| 30 | Female Management and Supervisory Percentage | Total number of female managers and supervisors as a percentage of the total management workforce. | $(\text{Total number of female managers and supervisors}) / (\text{Total management and supervisory workforce}/100)$ | | |
| 31 | Minority Management and Supervisory Percentage | Total number of minority managers and supervisors as a percentage of the total management workforce. | $(\text{Total number of minority manager}) / (\text{Total management and supervisory workforce}/100)$ | | |
| 32 | Number of Hires | The total number of new full-time employees hired into the agency from outside the Executive Branch during the fiscal year. | Total number of full-time employees hired by the agency who were not probationary or permanent employees of an Executive Branch agency | If the hire rate and separation rates are similar in an organization, then the recruiting/hiring function is working efficiently enough to maintain workforce stability. A low hire rate compared to the separation rate could mean that other staff must share the vacancy workload longer. That could negatively impact productivity, employee engagement and customer service. | The hire rate represents the speed at which an organization can fill vacant jobs. This is a measure of the efficiency of the recruiting/hiring function. (To assess the effectiveness of this process, it would be necessary to track the quality of the new hires at some point after hire.). It could also indicate a reticence to hire immediately due to budgetary constraints as well as difficulty in recruiting. |

| | Metric | Definition | Formula | Impact | Causes |
|----|--------------------------------|---|--|--|---|
| 34 | Number of Promotions | The number of full-time and part-time probationary and permanent state employees appointed to positions in job classes with higher pay grades than their current job class occurring within the agency. Promotions include both internal employees and employees from other state agencies. | Total hires of full-time and part-time employees into positions at higher pay grades than full-time or part-time Executive Branch positions which hires vacated. | Promotions contribute to employee job satisfaction and engagement. However, these must be balanced with a simultaneous commitment on the agency's part to hire from outside state government. Hires from outside state government bring a different perspective to agency business and work climate and contribute to enhanced diversity within the workforce. | Employee interest in career advancement and higher pay. |
| 35 | Days-to-fill | Average (mean) number of business days to fill a vacant position. This is counted from the day the hiring certificate is issued to the date a new employee is hired for the job. | (Total days to hire accumulated for all positions filled during past fiscal year)/(Total positions filled during last fiscal year) | A high days-to-fill rate could result in the loss of talented candidates to competitors, lower productivity, increased stress on other employees temporarily carrying the vacant position's workload, and decreased morale. | This metric is one indicator of the organization's efficiency in recruiting and hiring new employees; however, a longer time to fill for certain key or hard-to-fill positions or where the job class is underutilized may also indicate the agency's commitment to a more intensive effort to recruit a larger or more qualified applicant pool. |
| 36 | Acceptance Percentage | The percentage of job offers resulting in new hires. | (Job Offers Accepted) / (Job Offers Made/100) | Resources focused on a candidate who declines the hire offer may negatively impact other team members who must carry the workload. It also means that resources have been invested and lost in an unfulfilled hire. | Applicants may decline a job offer for a variety of reasons. While being considered by the agency, they may have accepted a job offer with another organization, or the offer package may not meet their needs via salary, benefits or other working conditions. Following their interview, they may not have perceived the opportunity for career advancement to meet their needs. Or the applicant's experience with the hire process may have negatively affected their interest in the position. A negative perception of a public sector job may also affect job acceptance. |
| 37 | Executive Stability Percentage | Percentage of executive workforce with greater than 3 years of service in the Executive Branch. | (Number of Executives with ≥3 years of service) / (Total Executive | Executive Stability Ratio relates to the continuity of leadership within the organization and provides insight into the potential health of | High retirement, high separation (dis)satisfaction with career opportunities or workplace can lead to a decrease in the number |

| | Metric | Definition | Formula | Impact | Causes |
|----|---|---|--|---|---|
| | | Executive workforce is defined as any employee in classifications pay grade 34 and above. | workforce/100) | the organization. Experienced executives are often responsible for defining and driving agency strategies that often take time and patience to bring to fruition. New executives, however, tend to look for shorter-term, quick “fixes” before they have had a chance to acclimate to organizational culture and tradition; however, high executive lengths of service may also indicate stagnation or reluctance to change. | of seasoned executives. However, in government, the longevity of top executives is often affected by changes in administrations |
| 38 | Employee Evaluations Completion Percentage | The percentage of timely evaluations that were completed for the agency’s permanent workforce during the prior fiscal year. Excluded from the evaluations due are approved exclusions, such as military leave or extended sick leave. | (Number of timely completed evaluations) / (total number of evaluations due/100) (permanent workforce minus approved exclusions such as military or extended sick leave) | The higher the percentage of completed and timely evaluations, the better the chance that employees will receive the message that feedback and performance improvement are a priority to their managers and the organization. If evaluations are not completed timely, the opportunity for open dialogue between employee and supervisor decreases, thus potentially increasing inconsistency of approach among employees, a decreased chance to improve productivity and increase employee satisfaction. | Individual employee performance is given top priority by top management. Managers and supervisor are held accountable and rewarded for completing evaluations on time. Feedback and clarification of performance expectations are given high value by the organization. |
| 39 | Supervisory Training Completion Within 2 Years Percentage | The percentage of supervisors who have completed required (as established by the agency) supervisory training within 2 years of their appointment to a supervisory classification. | (Number of supervisors who have completed training) / (total number of supervisors required to complete training/100) | A lower completion percent may contribute to lower productivity and, missed opportunities for the kind of personal and professional growth that increases employee engagement. A low completion percentage may also increase the risk of increased grievances, civil rights complaints and turnover. | Lower completion rates may be the result of unclear priorities from top management, little personal accountability for training, and a low general value of training and development in the organization. |
| 40 | Average total score on the Employee Satisfaction (or | . Indicate what tool, if any the agency uses to measure | (Total of employee satisfaction scores) / (total number of respondents) | Employee satisfaction or dissatisfaction, defined as “engagement” in their work, has a bottom-line impact on financial and | Factors might include: workplace context (friendships, low conflict, work-life balance, having the right tools & materials) trust in |

| | Metric | Definition | Formula | Impact | Causes |
|----|--|---|--|---|---|
| | Engagement) Survey | employee satisfaction/engagement, | | operational performance through high-level factors such as productivity, separation and workplace conflict. | leadership, career advancement opportunities, quality and interesting work, recognition, training, coaching and feedback, job security, compensation and benefits. |
| 41 | Individual Development Plans Completion Percentage | <p>The percentage of IDPs which were current within 30 days of the end of the evaluation period in the past year.</p> <p>The Individual Development Plan is the plan developed by the supervisor and employee for the employee's development goals and activities during a stated period of time. Though similar to, this is not the same as the Individual Performance Plan.</p> | (Number of current IDPs) / (Total number of employees who are required to have an IDP/100) | When IDPS are developed for employees as they begin each new evaluation period, they get the message that their development is a priority to their managers and the organization. This, in turn, contributes to their general satisfaction with their job (engagement in the job), their retention, and their productivity. For probationary employees the completion of an IDP is even more critical. This provides them with a clear understanding of the job expectation and responsibilities. | Managers and supervisors recognize the value of continuous learning in increasing employee engagement and productivity. They make a concerted effort to help the employee identify not only how learning contributes to their performance but also how it is a major influence in their successful, progressive career development. |

Notes:

1. All data reflect full-time probationary and permanent employees, except where otherwise specifically indicated.
2. Counts of employees for a fiscal year are as of the pay period preceding the pay period in which July 1 occurs; this is considered the final pay period of the fiscal year.

Data Sources

The following sources of data (with most current release date) were used in compiling the data:

1. DAS "Just the Facts" - Executive Branch Reports (2005, 2006, 2007)
2. Agency's "Fact Sheet" (2005, 2006, 2007)
3. Agency Employee Satisfaction Survey
4. DAS BrassRing data
5. DAS Evaluation Data
6. DAS Retirement Calculator (2005, 2006, 2007)
7. DAS Promotion Rate Data (2005, 2006, 2007)
8. DAS Separation Rate Data (2005, 2006, 2007)
9. Agency Training Statistics (2005, 2006, 2007)
10. Agency Contract Employee Tracking (2005, 2006, 2007)